EMS Officer I
Module 4

Chapter 13
Pre-Incident Planning

Objectives

Understand EMS pre-planning

Identify target hazards in community

Identify critical infrastructure

Describe first-due areas

Identify proper destination determination

Identify various resources

Objectives

Prepare for an Agency inspection.

Describe various inspection requirements.

Skills Objectives

Demonstrate how to prepare for an inspection.

The EMS Officer's Role in Community EMS Safety

Identifying and correcting EMS safety hazards through safety checks or code enforcement

Developing and maintaining pre-incident plans

Promoting EMS safety through public education

The EMS Officer's Role in Community EMS Safety

http://www.acep.org/content.aspx?id=21622J.

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Pre-Incident Planning

Described by NFPA 1620: Standard for Pre-Incident Planning

A pre-incident plan has been used primarily by the fire service over the years.

Adopted by EMS agencies, a pre-incident plan has proved to provide valuable information in the event of an emergency at a high-value or high-risk location.

- High-value properties contain items with a high replacement value.
- High-risk properties have the potential for catastrophic property or life loss.

Pre-Incident Planning

It also identifies in advance the strategies, tactics, and actions to take if a predictable situation occurs.

Factors evaluated:

- Location
- Local EMS resources
- EMS considerations

Pre-Incident Planning

Factors evaluated (continued):

- Capabilities of public or industrial responding personnel
- Availability of mutual aid
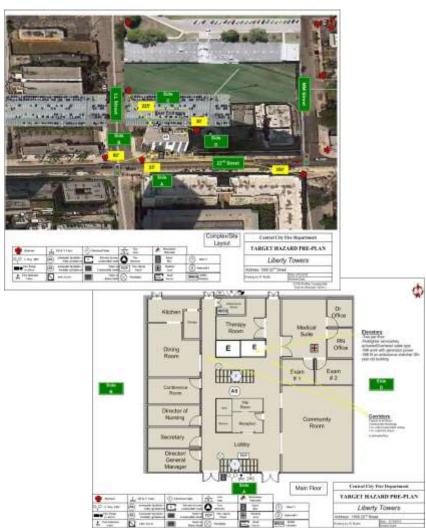- Exposure factors
- Access/egress

Identify Occupant Considerations

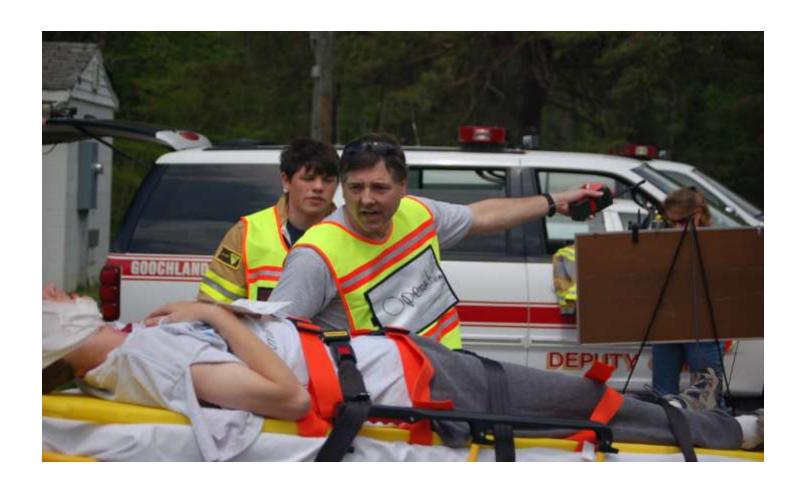If a pre-incident plan determines that occupants should be removed, the plan should identify how.

It should include type of occupants, exit locations, and basic services planning and tracking after relocation.

Some occupants may be protected in place.

Pre-Incident Training

Identify Emergency Operation Considerations

Pre-incident plan should be based on priorities of: life safety, incident stabilization, property conservation.

The number of required resources to address this emergency will be affected by a number of factors.

- Fire: fuel load (total quantity of all combustible products); type of construction; contents; air quality, etc.

- EMS Concerns: occupants, type of exposures; type of hazards, etc.

Identify Special or Unusual Characteristics

Particular hazards for each occupancy group should be identified.

Additional data may be required for complex sites.

- Such as locations with numerous hazards
- Time, owner resistance, and proprietary information may hinder data collection.

Putting the Data to Use

The goal is to develop a written plan that is valuable both to the owner and EMS agency if an incident occurs.

The plan may be maintained in electronic or hard-copy form.

DATA IN DATA OUT

Selected Use Group-Specific Concerns

Health care:

- Occupants are likely to require special assistance to evacuate.

- Facilities should have an evacuation plan that is up-to-date and practiced.

Pre-Incident Planning

James City County Fire/EMS
5077 John Tyler Highway, Williamsburg, Virginia 23185
Phone: (757) 220-0626   Fax: (757) 220-9125

SPECIAL EVENT SUPPORT REQUEST FORM

Event Name: _____   Date(s) of Event: _____

Event Location: _____   Times of Event: _____

Type of Event (check all that apply): ☐ Outdoor ☐ Indoor ☐ Concert ☐ Festival ☐ Stadium ☐ Sport ☐ Extreme Sport ☐ Combat Sport ☐ Equestrian ☐ Rodeo ☐ Event involving Water ☐ Political ☐ Other _____

Nature of Event: ☐ High Profile ☐ Potentially violent ☐ High likelihood of drug/alcohol use ☐ Event of national significance ☐ Other _____

Estimated Attendance: ☐ <500 ☐ 500 – 1,000 ☐ 1,000 – 5,000 ☐ 5,000 – 15,000 ☐ >15,000

Is the event weather dependent? ☐ Yes ☐ No   Alternate Location/Date? _____

Presenter/Sponsoring Organization: _____   Type: ☐ Profit ☐ Non-Profit

Point of Contact Name: _____

Event On-Site Point of Contact: _____   Phone #: (___) _____

Mailing Address: _____

City: _____   State: _____   Zip: _____

Telephone #: (___) _____   Fax #: (___) _____   Other #: (___) _____

E-mail Address: _____

Preventive Planning
1. Please describe what medical support services you had at previous or similar events: _____
_____
_____

2. Please describe injuries and accidents that have occurred at previous or similar events:
_____
_____

3. Please describe efforts taken to minimize and/or prevent injuries and accidents:
_____
_____

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4. Possible/Previous Inclement Weather: (check all that apply) ☐ Rain ☐ Snow ☐ Lightning ☐ Tornado ☐ Hurricane ☐ Other _____
Preplanning measures taken: _____
Action: _____
Target date: _____
List prior experiences: _____
_____

Please describe how event organizers will monitor for up to date severe weather?
_____
_____

5. Please describe your plan for educating/notifying event attendees regarding EMS System Access, Evacuation, Specific Hazards or Severe Weather: _____
_____
_____

6. Surface Considerations
Type of Surface: ☐ Grass ☐ Loose Gravel ☐ Dirt ☐ Asphalt ☐ Concrete ☐ Temporary flooring ☐ Other _____
Condition of Surface: ☐ Smooth ☐ Rough ☐ Slippery ☐ Other: _____
Levelness: ☐ Even ☐ Uneven
Preplanning measures taken: _____
Action: _____
Target date: _____

7. Estimated age composition of audience:
0 – 12 years:	_____ % of total audience
13 – 18 years:	_____ % of total audience
19 – 25 years:	_____ % of total audience
26 – 40 years:	_____ % of total audience
41 – 55 years:	_____ % of total audience
56 years and above:	_____ % of total audience

8. Special Consideration for Transportation/Parking Issues:
a. Special Routes: _____
b. Extra Parking Capacity: _____
c. Peak traffic period: _____
d. Emergency Routing (Access/Egress): _____
e. Emergency Helicopter Landing Zone site: _____

NOTE: A site map of the special event site must be attached to the plan.

Categories for Assessing Special Event Needs					
Category	Attendance	Activity Level	Attendance	Weather	Other
1	Low	Low	Low	Fall/Spring	One of the following: ☐ History of event suggests many emergencies ☐ Drug/alcohol use expected ☐ Outdoor event ☐ Extreme or combat sports ☐ Other
2	Low/Medium	Medium	Medium	Fall/Spring	Two of the following: ☐ History of event suggests many emergencies ☐ Drug/alcohol use expected ☐ Outdoor event ☐ Extreme or combat sports ☐ Other
3	Medium/High	Medium/High	Medium	Summer/Winter	Three of the following: ☐ History of event suggests many emergencies ☐ Drug/alcohol use expected ☐ Outdoor event ☐ Extreme or combat sports ☐ Other
4	High	High	High	Summer/Winter	Four of the following: ☐ History of event suggests many emergencies ☐ Drug/alcohol use expected ☐ Outdoor event ☐ Extreme or combat sports ☐ Other
5	Mega-Event	Varies	Varies	Summer/Winter	All of the following: ☐ History of event suggests many emergencies ☐ Drug/alcohol use expected ☐ Outdoor event ☐ Extreme or combat sports ☐ Other

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Summary

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The state, commonwealth, or province determines the range and scope of local community fire code enforcement.

The local community adopts an ordinance or regulation to establish

Using the same format as the fire service for preplanning potential MCI events can be critical in mitigating these types of events.

Chapter 14
Budgeting

EMS Officer I Objectives

Describe the budget cycle.

Identify revenue sources.

Discuss the impact of lower revenue on resources.

Describe the purchasing process.

Introduction

A budget is an itemized summary of estimated revenues and expenditures.

- Revenues: income from all sources
- Expenditures: money spent for goods or services

Introduction

The budget process is a cycle:

- Identification of needs and resources
- Preparation of a budget request
- Local government and public review
- Adoption of an approved budget
- Administration of the approved budget, with periodic review and revision
- Close-out of the budget year

Introduction

Budget preparation is technical and political.

- Technical: calculation of funds required to achieve different objectives
- Political: elected officials making decisions about which programs should be funded

Budget Cycle

The budget describes where the revenue comes from and where it goes.

Annual budgets usually apply to a fiscal year.

Base Budget and Supplemental Budgets

Base budget: level of funding required to maintain all services at current levels

Supplemental budget: increases beyond the base level

Base Budget and Supplemental Budgets

Increases in the budget require early notification and the support of elected officials.

Elected officials are both advocates and gatekeepers in developing the budget.

Revenue Sources

Each type of organization has a different process for obtaining revenue and authorizing expenditures.

Local Government Revenue Sources

Some funds are restricted and can be used only for certain purposes.

- Funding sources that are not restricted may be taken from one part of the budget to cover another part of the budget.

Lower Revenue Means Fewer Resources

Planned expenditures have to be balanced against anticipated revenues a year or more in advance.

- Changes in the economy can reduce the amount of revenue collected by the local government.

Lower Revenue Options

Defer scheduled expenditures.

Prioritize or contract out some services.

Regionalize or consolidate services.

Reduce the workforce.

Reduce the size of the agency.

Purchasing Process

Most agencies have a standardized purchasing method.

- The EMS Officer must understand the policies and procedures of the organization.

- Purchasing violations may be found during the auditing process.

Petty Cash

Typically used to purchase items that cost less than $100

Allows a member of the department to be the custodian of cash

The petty cash account is not an endless fund

Purchase Orders

Ensure that there are sufficient funds to cover a purchase

EMS Officer's role: acquire the item at the most reasonable cost

Typically requires a signature by an official

The Bidding Process

For tangible and uncomplicated items over a agency specified dollar amount, the agency may develop specifications for bids.

- The EMS Agency writes up exactly what it wants in the product.

- Every requirement must be met.

The Bidding Process

For larger or complex purchases, a request for proposal (RFP) is developed.

- The EMS Agency gives general information about what is desired.
- The vendor determines how it will meet the need.

The Bidding Process

All bids or proposals are opened in public view.

- With a bid, the contract is awarded to the lowest qualified bidder who can meet the bid requirements.

- With an RFP, each proposal is evaluated and the RFP is awarded to the vendor with the highest score.

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Summary

Every EMS agency has (or should have) a budget.

The budget describes where revenue comes from and where it goes.

Most municipal governments use a base budget in the planning process.

The revenue stream depends on the type of organization.

Summary

Expenditures must be balanced against anticipated revenues a year in advance.

EMS agencies have to make choices when faced with declining revenues.

The petty cash system allows for a custodian of cash provided by the organization.

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Summary

A requisition is required for purchases exceeding a predetermined amount.

A purchase order typically requires an authorizing signature by an official.

In an RFP, the EMS Agency gives general information and allows vendors to determine how to meet the need.

Chapter 15
Managing Incidents

Objectives

Explain how the Incident Command System (ICS) was created.

Describe the National Incident Management System (NIMS).

Explain the importance of responder safety and accountability within the incident command system.

Identify the Incident Command System's features, functions and responsibilities.

Enabling Objectives

Describe the ICS structure.

Define common ICS terms.

Differentiate among groups, divisions, and branches.

Identify the leadership titles for ICS organizational elements.

Identify the correct ICS structure for an incident.

Homeland Security Presidential Directive (HSPD-5)

February 2003, HSPD-5 calls for National Incident Management System (NIMS).

NIMS

- Steps for coordination
- Describes ways to prepare.
- Requires the use of ICS.

What is ICS?

ICS is a management approach that is:

Standardized

On-scene

All-hazard

Based on proven practices.

Defines response, concepts and structures.

Procedures to manage personnel, facilities, equipment, communications.
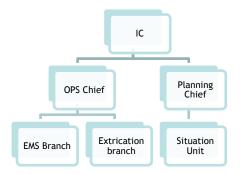
Throughout the lifecycle of an incident.

Benefits of ICS

ICS helps to ensure the:

- Use of Common Terminology.

- Safety of responders, and patients/victims.

- Achievement of objectives.

- Efficient use of resources.

NIMS and ICS

Provides consistent framework at all levels.

Represents a core set of:

- doctrines
- concepts
- principles
- terminology
- organizational processes

Five Components of NIMS

Preparedness

Involves an integrated combination of:

- Planning

- Procedures

- Protocols

- Training and exercises

- Personnel

- Qualifications

- Certification

- Equipment certification

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Communication and Information Management

Requirements for standardization based on concepts of:

- Interoperability.
- Reliability.
- Scalability.
- Portability.
- Resilience and redundancy.

Resource Management

Mechanisms and processes.

- Identify requirements.

- Order and acquire.

- Mobilize.

- Track, and report.

- Recover and demobilize.

- Reimburse and inventory resources.

Command and Management

NIMS provides flexible, standardized incident management.

The structures are based on:

- The Incident Command System.
- Multiagency Coordination Systems.
- Public Information.

Ongoing Management and Maintenance

Two components:

- The National Integration Center (NIC).
- Supporting Technologies.

ICS Features

Common terminology

Modular organization

Chain of command/Unity of Command

Management by objectives

Reliance on an Incident Action Plan (IAP)

Manageable span of control

Incident locations and facilities

Establishment and transfer of command

ICS Features, continued

Unified Command
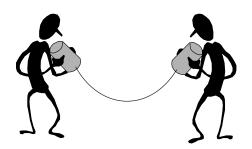
Comprehensive resource management

Information and intelligence management

Integrated communications

Accountability

Dispatch/deployment
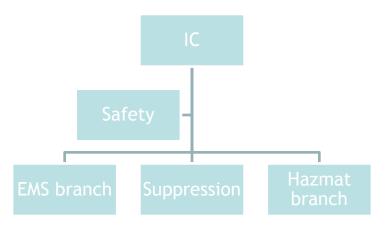
Use of Common Terminology

Communications should be in clear text.

Using common terminology helps to define:

- Organizational functions.
- Incident facilities.
- Resource descriptions.
- Position titles.

Management by Objectives

Everyone has a clear understanding of what needs to be accomplished.

Based on the following priorities:

- Life Safety.

- Incident Stabilization.

- Property Preservation.

Modular Organization

ICS Organizational Structure is unique and easy to understand.

No correlation with administrative structure.

Rank may change during an incident.
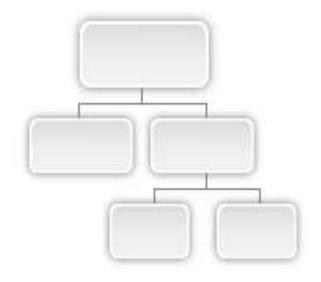
Modular Organization
Develops from Top-down.

Based on

- size and complexity.
- incident objectives
- resource requirements.
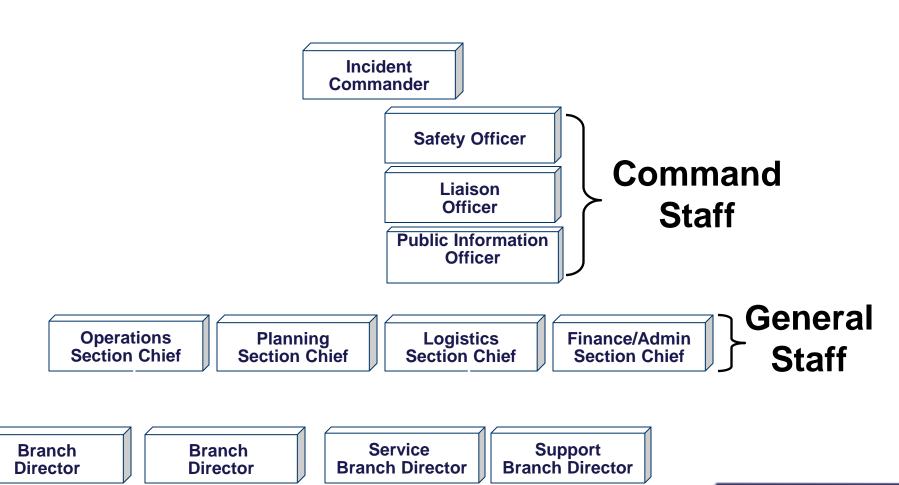
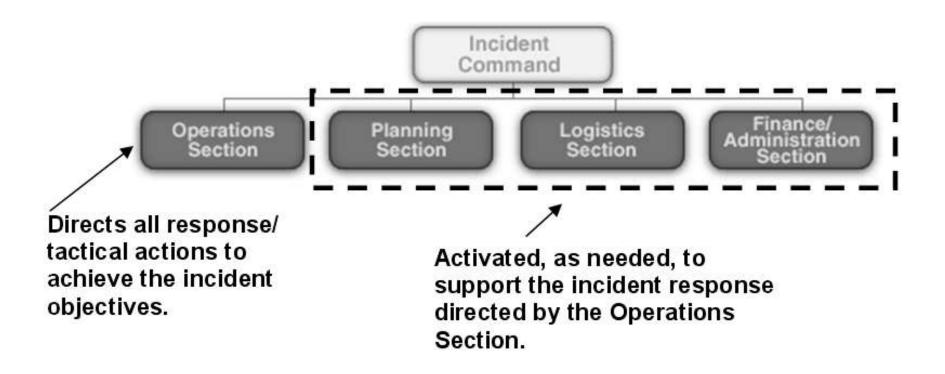Expands and contracts.
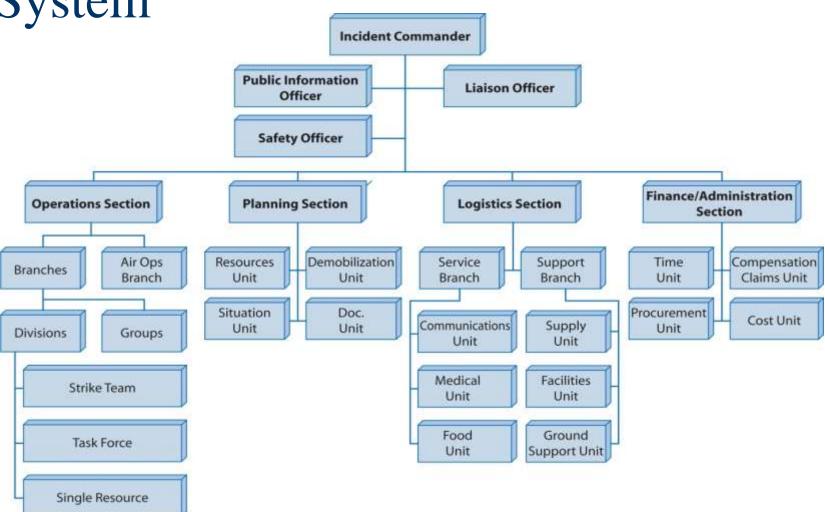
Each element has a person in charge.

Chain of Command

General Staff

Incident Command

| Operations Section | Planning Section | Logistics Section | Finance/Administration Section |

Directs all response/tactical actions to achieve the incident objectives.

Activated, as needed, to support the incident response directed by the Operations Section.

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Building the Incident Management System
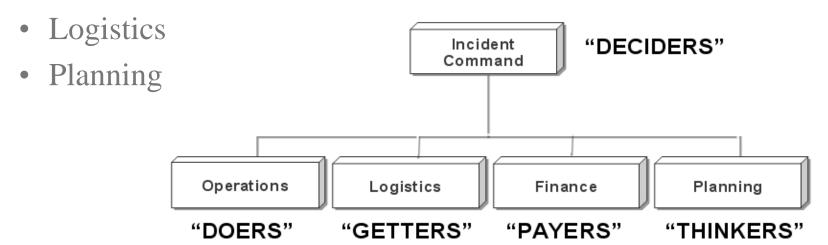
Functions of Command Components

There are 5 major Incident management functions:

- Incident Command
- Operations
- Finance & Administration
- Logistics
- Planning

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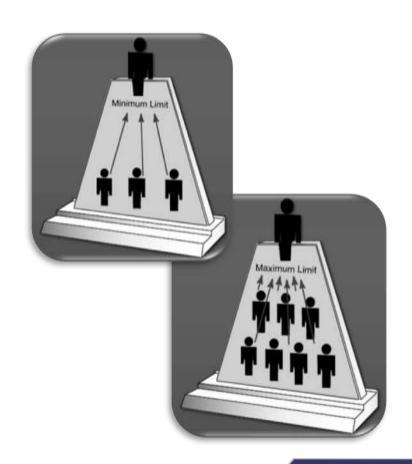Protecting You and Your Environment

Unity of Command

Personnel:

- Report to only one ICS supervisor.
- Receive work assignments only from their ICS Supervisor.

Manageable Span of Control

ICS Span of Control for any supervisor:

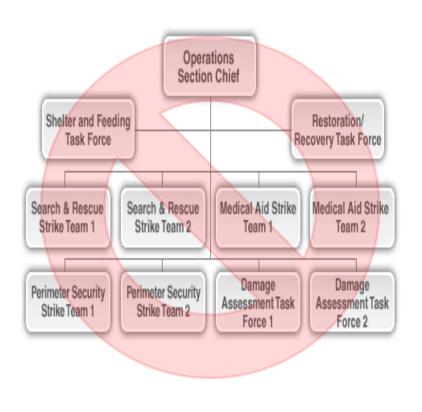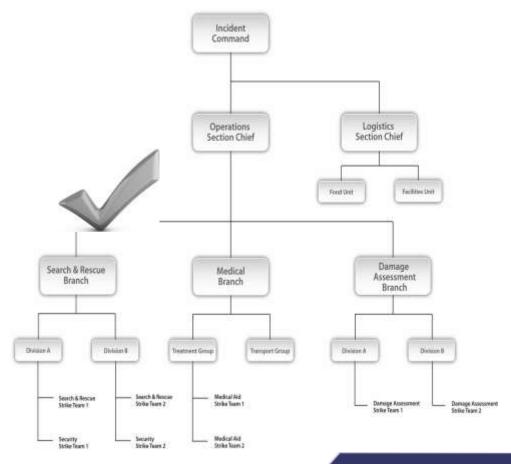- Between 3 and 7 subordinates

- Optimally does not exceed 5 subordinates

Problem: Out of Control

Solution: Add Groups, Divisions, and/or Branches

Developing One System

Incident Command System (ICS):

- Within the NIMS Command and Management component

- Local emergency response agencies were required to adopt ICS in 2004 to remain eligible for federal disaster assistance.

NIMS Compliant

Developing One System

		Levels of Training		
Components of NIMS		**Awareness**	**Advanced**	**Practicum**
	Preparedness	IS 800 IS 705		
	Communications & Info Management	IS 704		
	Resource Management	IS 703 IS 706 IS 707		
	Command & Management — ICS	ICS 100 ICS 200	ICS 300 ICS 400	Position-specific courses
	Command & Management — MACS	ICS 701		
	Command & Management — Public Info	ICS 702		
	Ongoing Management & Maintenance			

(Note: The column labeled IS-700 spans vertically across the Awareness training rows from Preparedness through Resource Management.)

Courtesy of NIMS/FEMA

The Officer's Role in Incident Management

Every public safety officer (police/fire/ems) is expected to function as an initial incident commander (IC), as well as company-level supervisor, within ICS.

The first-arriving officer has the responsibility to establish command and manage the incident until relieved by a higher-ranking officer.

The Officer's Role in Incident Management

ICS is flexible and can be incrementally implemented.

Command structure for an incident should only be as large as the incident requires.

Establishing Command

The first officer to arrive on the scene assumes command.

The initial incident commander provides an initial radio report and announces that command has been established.

Command Options

Courtesy of the Northern Virginia Regional Commission

Functions of Command

Determining strategy

Selecting incident tactics

Setting action plan

Developing ICS organization

Managing resources

Coordinating resource activities

Providing for scene safety

Releasing incident information

Coordinating with outside agencies

Incident Commander

The most qualified person. Independent of rank.

IC is the only position in ICS that is always staffed.

The higher-ranking person will assume, maintain, or transfer command to a third party.

Incident Commander

The IC:

- Overall leadership.
- Ensures incident safety.
- Delegates authority.
- Establishes objectives.
- Can designate a Deputy Incident Commander.

Transfer of Command

The officer assuming command communicates with the initial incident commander.

The initial incident commander briefs the new incident commander.

Communicate the transfer of command to dispatch and all units.

Takes place when:

- A more qualified IC arrives and assumes command.
- A jurisdiction or agency is required to take command.
- The incident changes in complexity.
- The current IC needs to rest.

Transfer of Command Steps

Incoming IC must:

- Step 1: perform an assessment of the Incident.
- Step 2: be briefed adequately.
- Step 3: determine time to Transfer Command.
- Step 4: make a notice of a change in command.
- Step 5: give previous IC another assignment.

Unified Command

Applies ICS as incidents involve multiple jurisdictions or agencies.

The Incident Commanders make joint decisions.

Unity of Command is maintained.

Each responder reports to a single supervisor.

Benefits of Unified Command

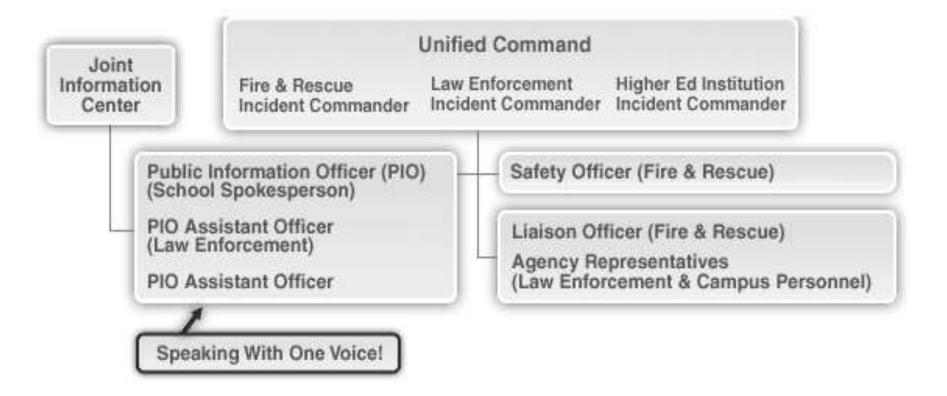A single integrated incident organization.

Shared facilities.

Single Planning Process and IAP

One set of incident objectives.

Coordinated resource ordering.

Unified Command: Command Staff

Example: Unified Command at a Higher Education Institution

Post-incident Review

Some form of review should be conducted at the unit level after every call in which the unit performs emergency operations.

- Can be an informal discussion
- Potential learning experience

Summary

Since 2003, the federal government has established a National Incident Management System (NIMS) that must be followed.

This provides for multiple levels of command functions

- Strategic-level, tactical-level, task-level command
- Division, group, unit

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Summary

The incident management system evolved from the FIRESCOPE and Fire-Ground Commander programs.

The first-arriving officer has the responsibility to establish command and manage the incident until relieved.

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Summary

The Incident Management System can expand as necessary.

The command staff report directly to the incident commander.

Everything that occurs at an emergency incident can be divided among operations, planning, logistics, and finance/administration.

Summary

First-arriving officer has three options when arriving at an incident: investigation, fast attack (fire, hazard) and/or triage and immediate lifesaving (mass casualty), or command.

Transfer of command is a face-to-face meeting in which the tactical worksheet and goals for the next operational period are reviewed.

Unified command brings together multiple responding agencies to create one unified voice and share resources.

END OF MODULE

This is only a introduction to ICS. As you promote through the ranks you will need to continue your training in incident command.

Please print your completion certificate as directed,